

**A REASSESSMENT OF THE ORGANIZATIONAL CLIMATE OF
THE IOWA CITY FIRE DEPARTMENT**

EXECUTIVE LEADERSHIP

BY: John Grier
Iowa City Fire Department
Iowa City, Iowa

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed: _____

ABSTRACT

When an organization has a clear understanding of the opinions and attitudes of the employees and the employees have a clear understanding of the organizational direction, there is a greater likelihood of developing a positive organizational climate and improved organizational success. The problem was that the Iowa City Fire Department had not assessed the organizational climate since 1999 and as a result the day-to-day operation of the department may have been less than efficient. The purpose of this applied research project was to assess the organizational climate of the Iowa City Fire Department and make recommendations for change as necessary. Descriptive research was used to answer the following research questions:

1. What is organizational climate?
2. What organizational climate factors are viewed by members of the ICFD as positive or favorable?
3. What organizational climate factors are viewed by members of the ICFD as negative or unfavorable?

The procedures for this applied research project included an in-depth literary review and the administration of an organizational climate survey.

Based upon the information obtained to answer the research questions, the following recommendations were made:

1. The Iowa City Fire Department should conduct a formal reassessment of the organizational climate within the next 18 months. It was further recommended this reassessment be completed by a professional consulting company with experience working with public service agencies.

2. The Iowa City Fire Department and the International Association of Fire Fighters, Local 610 should reestablish the Labor Management Committee.
3. The Iowa City Fire Department should continue to focus on improving communications at all levels of the department.
4. The Iowa City Fire Department should examine and pursue an alternative promotional assessment process.
5. Future researchers of organizational climate should utilize a standardized survey instrument and expand the scope of the research to include organizational culture.

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INTRODUCTION

How employees view the level of decision making participation, teamwork and communication in their organization has a lot to do with whether or not they also see the organization as supportive and progressive (Shadur, Kienzle, and Rodwell, 1999). In other words, when an organization has a clear understanding of the opinions and attitudes of employees and the employees have a clear understanding of the organizational direction, there is a likelihood of developing a positive organizational climate and thereby improving organizational success.

The problem is the Iowa City Fire Department (ICFD) has not assessed the organizational climate since late 1999 and as a result the day-to-day operation of the department may be less than efficient.

The purpose of this applied research project is to assess the organizational climate of the Iowa City Fire Department and make recommendations for change if necessary. Using descriptive research to determine the organizational climate of the department, the following research questions are asked:

1. What is organizational climate?
2. What organizational climate factors are viewed by members of the ICFD as positive or favorable?
3. What organizational climate factors are viewed by members of the ICFD as negative or unfavorable?

BACKGROUND AND SIGNIFICANCE

The Iowa City Fire Department is a career fire department with 56 full-time members providing emergency services to approximately 62,000 residents from three fire stations.

The department's response area is approximately 26 square miles and is populated with a mix of residential, commercial, and industrial occupancies. Iowa City is also the home of a Big Ten University, the University of Iowa, which increases the total city population by approximately 25,000 when school is in session.

A significant amount of effort has gone into improving the operation and functioning of the Iowa City Fire Department. In 1997, acknowledging its leadership role within the community, the department began a three-phase organizational planning process. Phase one included the development of a new mission statement, a list of core values, and a vision for the future. Phase two focused on the completion of an organizational self-assessment as part of the Commission on Fire Accreditation International (CFAI) program. Phase three began in May 2001 and concentrated on the development of the strategic plan for delivery of fire protection services. This final phase was completed in early 2002 and culminated in the development of the *Iowa City Fire Department Strategic Plan (2002)*. In July 2002, the Iowa City city council formally accepted the strategic plan and endorsed the goals and objectives contained therein.

Members from all levels of the department participated at varying times and degrees during the three phase planning process. Each year since the completion and adoption of the strategic plan, the fire department administrative staff, the three shift captains and the local union president have annually met to discuss the progress toward the goals and objectives and make recommendations for changes or additions to the plan. While input from all department members is solicited prior to each of these meetings, there is, at best, limited response to the request for input. In addition to this yearly strategic plan review, the department also regularly convenes numerous committee and station meetings to

discuss progress and problems specific to the program areas over which the committees have jurisdiction or input. The level of participation and membership on these committees varies and, as a result, the view of a limited number of department members can sometimes shape the direction of the committee and, occasionally, the direction of the department.

The last in-depth assessment of each department member's views of the organizational climate was obtained in late 1999 when, as part of his final Executive Fire Officer Program applied research project, Fire Marshal Roger Jensen conducted an organizational climate survey of the department. In the five years following the original organizational climate survey and three years after the adoption of the strategic plan, the atmosphere of the department has certainly changed. Some things have changed for the better, while some things have certainly changed for the worse. The city's plan to construct and staff an additional fire station, for example, has been put on indefinite hold and the department has had to continually fight off a staffing reduction plan. What can we say with confidence about the attitudes, opinions, and perceptions our members are experiencing? An assessment of the current organizational climate is vital to answering this question and, in this researcher's opinion, a key to ensuring the continuing success of moving the department forward.

This applied research project, then, is certainly significant to the Iowa City Fire Department and its members. It is expected that the completion of this project will, in addition to having a positive impact on the efficiency of the day-to-day operation of the department, provide the fire chief with an overview of the attitudes, opinions and

perceptions of the members that can be considered when making future decisions relative to the operations and strategic direction of the department.

This applied research project is relevant to the National Fire Academy's (NFA) Executive Leadership (EL) course. The terminal objective of Unit 6 states, in part, "the student will be able to develop an appreciation for workforce planning, development, and succession planning." (NFA, 2000, p. 6-2). The development of the organizational climate survey and the interpretation of the information obtained from it would appear to meet the spirit of this objective. Finally, by understanding the organizational climate and identifying ways to increase the participation and input of department members in making the department more effective and efficient, this project also directly relates to one of the United States Fire Administration's (USFA), Five-Year Operational Objectives: "To appropriately respond in a timely manner to emergency issues" (NFA, 2002).

LITERATURE REVIEW

The initial research and data collection for the applied research project began in December 2004 with a literature review at the National Fire Academy's Learning Resource Center. Additional literature reviews were conducted at the Iowa City Fire Department Library, the Iowa City Public Library, the University of Iowa Library, and via the world-wide-web. Information was also obtained from textbooks, magazines, and manuals. Additional information was obtained from the City of Iowa City and Iowa City Fire Department documents. The literature review found limited perspectives on organizational climate from sources within the fire service, but numerous perspectives from sources not related to the fire service.

According to Schneider and Reichers (1983), organizational climate is defined as an approach to understanding the phenomena that rests on employee perceptions of organizational events, practices, and procedures. Schneider and Reichers (1990) further defined organizational climate as the shared perceptions held by employees of the organizational policies, practices, and procedures. Baskin and Aronoff (1992) concur stating organizational climate consists of employees' subjective perceptions of such organizational realities as policy, structure, leadership, standards, values and rules. Cooke and Rousseau (1988) also propose that organizational climate is reflected in the perceptions of organizational structures, namely how it feels to be a member of the organization and how the organization functions. More specifically, they note that climate can be more clearly defined by identifying what the organization expects, supports, and rewards.

Kreps (1990) defines organizational climate as the internal emotional tone of the organization, based on how comfortable members feel with one another and with the organization. Schein (2000) as well as Glisson and James (2002) concur with the emotional aspect noting that organizational climate is a reflection of each employees' perception of and emotional responses to their work environment. Organizational climate, then, can be defined as a feeling by the employees of how they perceive that something is being done or how it should be done. According to Clark (2005), these feelings can be passed, informally and formally, by both the supervisors and peers through their actions and behaviors.

Sleutel (2000) describes organizational climate as the practices and procedures of an organization that influences the attitudes and behaviors of the members. According to Sleutel:

The organizational climate arises from and is sustained by these organizational practices and is influenced by structural and contextual factors. The climate represents how things are done and the way things are in an organization.

Strategies for climate description vary. Climates may be described in terms of dimension, or components of the setting that have particular meaning to the participants. Examples include the degree of structure, risk, reward, warmth, support or conflict perceived by organization members (p. 53).

From the fire service perspective, Jensen (2000) notes an organization's climate, in general, refers to the overall work conditions, whether psychological, sociological, technological, political, or economic. He further states that organizational climate is by definition subjective (p. 23). Otto (1999) notes organizational climate is difficult or nearly impossible to characterize an organizational climate because the perceptions of the employees change from mission to mission (p. 16).

Thompson and Buchanan (2004), discuss fire service organizational climate as it relates to attitudes. In the article, the authors note that attitudes can have a positive or negative influence on the climate of an organization. In a positive climate, an atmosphere of teamwork, communication, and fulfillment is fostered. This, in turn, helps promote the mission, vision, and values. Negative climates, on the other hand, strain the employees and can eventually cause problems such as mistrust, skepticism, and decreased communication.

Another important aspect regarding organizational climate discovered during the literature review was the correlation between the organizational climate and the perceived overall effectiveness of the organization. Research by Schneider (1994) indicated a high correlation between the employees' experience of the service and the customer's experience of the service. He noted the more positive the organization, then the more likely a positive experience for anyone associated with the organization. In other words, the positive effects are passed on in interactions with people outside of the organization. Shadur, Kienzle and Rodwell (1999) report a similar finding in their research, stating that organizations creating an atmosphere in which employees are involved in decision making create a positive and innovative work environment. The organizational climate not only affects an organization emotionally, it can affect its delivery of service and day-to-day efficiency (Aarons, 2005). Finally, Baskin and Aronoff (1992) also note the important connection between climate and motivation, and between climate, creative ability, and performance.

The literature review helped identify and define organizational climate from various perspectives. The literature was also helpful in identifying that organizational climate can have either a positive or negative impact on an organization which, in turn, can have directly effect the effectiveness and efficiency of the organization. The literature review did not answer the second and third research questions as they are specific to the Iowa City Fire Department organization and the survey instrument administered.

PROCEDURES

This applied research project used the descriptive research methodology in gathering information regarding the organizational climate of the Iowa City Fire Department. The

descriptive methodology focused on studying the present situation and assessing attitudes and opinions of department members.

Three research questions were asked to assist in the completion of the research project. Answering the first research question established a working definition of organizational climate. The second and third research questions noted the positive or favorable climate factors and negative or unfavorable climate factors identified by ICFD members.

The first research question, “What is organizational climate?” was answered by reviewing relevant literature. The information obtained provided an overview of organizational climate and some of its associated factors.

The second research question, “What organizational climate factors are viewed by members of the ICFD as positive or favorable?” and third research question, “What organizational climate factors are viewed by members of the ICFD as negative or unfavorable?”, were answered by reviewing and interpreting the data from the organizational climate survey instrument.

Survey

The final survey instrument was developed after receiving and reviewing numerous quotes from companies willing and able to administer one of the many commercially available climate surveys. Using a commercially available survey instrument was preferred but, as the budget available to this researcher for survey development and administration was severely limited, a “homemade” survey was developed after realizing the high cost of a commercial survey was not going to allow for their use. The researcher

did register with an online survey company, Corporate Survey, Incorporated and contracted with them to monitor and tabulate the data for the survey.

The survey instrument was developed to measure each department member's attitudes, opinions, and perceptions about the work environment. The survey consisted of sixty-one scaled statements and three open-ended questions for a total of sixty-four questions.

The sixty-one scaled statements were divided into the following categories:

- Teamwork
- Employee Involvement
- Communications
- Quality of Work Life
- Recognition and Rewards
- Leadership
- Executive Leadership
- Personal Growth
- Job Satisfaction
- Strategic Direction

The statements contained in each category were designed to measure a portion, or factor, of that category.

Each of the sixty-one statements was followed by two scales. The first scale measured the respondent's level of agreement with the statement on a five-point scale (5-strongly agree, 4-agree, 3-neither agree or disagree, 2-disagree, 1-strongly disagree). For each scaled statement, the number of times a particular response was selected was calculated. In compiling the data results for this report, questions answered "Strongly Agree" and

“Agree” were considered favorable responses, “Neither Agree or Disagree” was considered a neutral response, and “Disagree” and “Strongly Disagree” were considered unfavorable responses. The scale is illustrated in the following:

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Favorable Response		Neutral Response	Unfavorable Response	

The second scale measured the level of importance the respondent placed on the statement on a five-point scale (5-critical, 4-very important, 3-important, 2-somewhat important, 1-not important). A similar approach was used to interpret the level of importance of each scaled question. In compiling data for this report, questions answered “Critical”, “Very Important”, and “Important” were considered favorable responses and the percentage total of these responses was the percentage importance assigned to the statement.

Following each scaled statement, the respondents were also given the opportunity to provide comments, positive or negative, regarding their responses. Finally, respondents were asked to answer three open-ended questions. The survey instrument can be found in Appendix A.

The survey group consisted of all department members with the exception of the fire chief. This researcher felt, as did Jensen (2000), that the information obtained from this project was for the fire chief and did not need to include his opinions. The department personnel were divided into the following categories: Battalion Chief, Company Officer, and Firefighter. All members of these categories were included because the sum of their opinions and attitudes help shape the organizational climate of the department.

Prior to distribution of the survey instrument, a pilot group of approximately 5% of the study population was asked to review the survey for content, spelling, clarity and suggest any necessary revisions. This pilot study group noted some spelling errors and suggested the rewriting of questions they identified as vague or misleading. Additionally, the pilot group also suggested changing the category location of some of the scaled statements.

Approximately one week before the email distribution of the survey, this researcher met with each shift to explain the purpose of the survey, how the survey was constructed, and the process to follow to complete the survey. Those individuals not present at these meeting were sent an email with the same information. After receiving the email invitation to participate in the survey, respondents were given three weeks to complete it. A total of 42 members responded to and completed the survey instrument. This provided a total response rate of 76%, with a response rate by category of: Battalion Chief 100%, Company Officer 69%, Firefighter 82%.

During the process, the need to adopt a scale to interpret the survey data was also identified. After reviewing numerous surveys and much thought, the following scale was adopted to interpret the survey results and identify areas as a “Clear Strength”—favorable score greater than 60%, “Moderate Strength”—favorable score between 50-60%, “Weakness”—favorable score between 40-50%, “Clear Problem”—favorable scores less than 40%, and “High Neutral Score”—neutral score greater than 35%. The statements, or factors, with a favorable score of 50% or greater are considered to be a positive or favorable organizational climate factor. The statements, or factors, with a favorable score of less than 50%, on the other hand, are considered to be a negative or unfavorable organizational climate factor. The inclusion of “High Neutral Score” was important as

high neutral scores likely require further study and clarification. High neutral scores may be an indication of lack of information, where employees simply do not feel they can make an informed decision; risk aversion, where employees are concerned about retribution, or a lack of trust exists between them and management, or ambivalence, where respondents are not engaged enough to have strong feelings one way or the other (Saskatchewan, 2003). The scale is illustrated in the following:

Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
High Neutral Score	Neutral Score >35%

A summary of the level of agreement for each statement can be found in Appendix B.

Assumptions

It is assumed the survey respondents understood each question and answered truthfully.

Limitations

The author's biases limit the results of this research project. Biases are reflected in the format in which the survey and survey questions were constructed.

The researcher's limited knowledge and experience in developing survey instruments and questions was also a limitation. Even though the pilot group thought the wording and intent of each statement was clear, a few respondents noted in the comments section that the statement or intent was unclear. The inclusion of a comment section for each survey question, as well as the use of open-ended questions yielded a significant number of

comments, many of a personal nature, which made it difficult to compile the results into a format for inclusion in this report.

Due to the high cost of contracting with a company for the administration of the surveys, the results of the survey are not based on scientific sampling and a limitation for the project.

The purpose of this study is only to define organizational climate and identify the organizational climate factors currently viewed as positive or satisfactory and negative or unsatisfactory. While recommendations for change are included in this report, the development of an overall plan designed to effect organizational climate change is considered beyond the scope of this project. This type of program needs to be developed through a coordinated effort with assistance from professionals familiar with this field of study. The researcher's lack of expertise in this area limits the use of the information obtained completing the project without assistance from others.

Finally, this applied research project was somewhat limited by the amount of information available during the literature review. The initial search yielded little information from journals or books relating specifically to the organizational climate of the fire service. The majority of the fire service information retrieved related to organizational culture. A comprehensive Internet search, utilizing "Google", "Dogpile", and Microsoft Internet Explorer, using the key terms "organizational climate", "organizational climate surveys", and "organizational assessment" provided numerous "hits" regarding organizational climate outside of the fire service. A significant number of these references, however, provided limited usable information as the contents of the

pages were generally for advertisement of professional services related to assessing organizational climate.

Definition of Terms

Organizational Climate—Shared perceptions of organizational policies, practices, and procedures, both formal and informal. Includes an emotional aspect that is based on how comfortable people feel with one another and with the organization.

RESULTS

The results of this applied research project are provided as answers to the research questions.

The first question, “What is organizational climate?” was answered by reviewing numerous literature sources. Several researchers (Schneider and Reichers, 1983 & 1990; Baskin and Aronoff, 1992; Cooke and Rousseau, 1988) noted that organizational climate is heavily correlated to the perception an employee has of the organization. This concept was further explained to note the expectations, support network and reward systems an organization impact the employees’ perceptions. Additional researchers (Kreps, 1990; Schein, 2000; Glisson and James, 2002) reported the presence of emotional aspects can greatly affect an organization’s climate. These researchers noted how people perceive their relationships with each other and the organization is a big component of the overall climate of the organization. Sleutel (2000) stated the organizational climate arises from and is sustained by organizational practices that are influenced by structural and contextual factors. Thompson and Buchanan (2004) discussed attitudes and the effect they have, positive or negative, internally and externally. Schneider (1994), Aarons (2005) and Shadur, Kienzle, and Rodwell (1999) all reported similar findings that the

emotional atmosphere or climate can affect the delivery of service and daily operations of an organization.

An unexpected finding worth noting is the limited amount of fire service specific information regarding the study of organizational climate. It was expected that this area would have undergone extensive research and review.

The results pertaining to research question two, “What organizational climate factors are viewed by members of the ICFD as positive or favorable?” and research question three, “What organizational climate factors are viewed by members of the ICFD as negative or unfavorable?” are best analyzed by reviewing each survey category and the statements contained in each. As noted earlier, the survey questions were grouped into ten categories and respondents were asked to rate their level of agreement and level of importance for each question. The level of “Favorable Response” to each statement helped to classify each as a “Clear Strength”, “Moderate Strength”, “Neutral”, “Weakness”, or “Clear Problem”. Those statements scored as a clear strength or moderate strength are considered to be a satisfactory or favorable organizational climate factor, while those statements scored as a weakness or clear problem are considered to be an unsatisfactory or unfavorable organizational climate factor. Appendix B contains the results to each statement by level of agreement.

Teamwork

Of the six statements in this category, two received favorable scores high enough to be rated a clear strength, two were rated a moderate strength, one was rated a weakness, and one was rated a clear problem.

The following organizational climate survey statements were identified by department members as a clear strength:

Q1. There is a feeling of teamwork and cooperation among employees.

Q2. The people I work with make an effort to help each other out.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q3. Shared goals are developed for the department.

Q6. Teamwork is valued in the department.

The following organizational climate survey statements were identified by members as a weakness:

Q5. Members of the senior management (staff) effectively work together as a team.

The following organizational climate survey statements were identified by members as a clear problem:

Q4. There is a lot of teamwork between senior management (staff) and employees.

Survey respondents also indicated a level of importance for each statement. For this category, a minimum of 93% level of importance value was placed on each statement. Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Employee Involvement

Of the five statements in this category, three received favorable scores high enough to be rated a clear strength, one was rated a moderate strength, and one was rated a

weakness. No statements in this category received a clear problem score.

The following organizational climate survey statements were identified by department members as a clear strength:

Q7. I am given the opportunity to provide input on decisions that affect my job.

Q8. My supervisor considers my work-related ideas.

Q11. Creative thinking and problem-solving are encouraged.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q10. I can provide input for day-to-day decisions that are made in the department.

The following organizational climate survey statements were identified by department members as a weakness:

Q9. Employees are encouraged to provide constructive criticism.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 65% to a high of 89%.

Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Communications

Of the eight statements in this category, two received favorable scores high enough to be rated a clear strength, two were rated a moderate strength, and one was rated a weakness, and three were rated a clear problem..

The following organizational climate survey statements were identified by department members as a clear strength:

Q13. My supervisor gives me feedback about my work performance.

Q15. I know where I can go for help to resolve workplace conflicts.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q12. I receive the communications I need in order to do my job well.

Q18. The department's chain of command is clear.

The following organizational climate survey statements were identified by department members as a weakness:

Q16. I can report concerns related to workplace conflicts without fear of reprisal.

The following organizational climate survey statements were identified by department members as a clear problem:

Q14. There is a timely and effective flow of information both up and down the organization.

Q17. There is little confusion as to who has what authority.

Q19. People feel comfortable enough to communicate honestly with their supervisor.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 89% to a high of 100%.

Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Quality of Work Life

Of the six statements in this category, four received favorable scores high enough to be rated a clear strength and two were rated a weakness. No statements in this category received a moderate strength or clear problem score.

The following organizational climate survey statements were identified by department members as a clear strength:

Q20. My work day is usually challenging and exciting.

Q21. I have the resources to do my job well.

Q22. I can balance the demands of my work life with the demands of my personal life.

Q23. I feel respected by my coworkers.

The following organizational climate survey statements were identified by department members as a weakness:

Q24. This is a supportive work environment.

Q25. The policies and procedures are fairly enforced.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 79% to a high of 100%. Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Recognition and Rewards

Of the six statements in this category, three received favorable scores high enough to be rated a clear strength and three were rated a moderate strength. No statements in this category received a weakness or clear problem score.

The following organizational climate survey statements were identified by department members as a clear strength:

Q28. I receive recognition from my supervisor for a job well done.

Q29. The work I perform is evaluated fairly.

Q31. I regularly receive feedback on my job performance.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q26. My job pays well.

Q27. I feel valued for my contributions at work.

Q30. I am satisfied with my current benefit package.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 83% to a high of 95%.

Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Leadership

Of the nine statements in this category, two received favorable scores high enough to be rated a clear strength, two were rated a moderate strength, one was rated a weakness, and four were rated a clear problem.

The following organizational climate survey statements were identified by department members as a clear strength:

Q37. I believe my supervisor can be trusted to what they say they will do.

Q38. My supervisor leads by example.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q33. I have confidence in the leadership of the department.

Q34. My supervisor effectively manages conflict in my work group.

The following organizational climate survey statements were identified by department members as a weakness:

Q40. Our leaders provide vision and direction for the department.

The following organizational climate survey statements were identified by department members as a clear problem:

Q32. The leaders of the department set a good example for employees.

Q35. Senior management (staff) will try to resolve the issues raised by employees in this survey.

Q36. Poor job performance is dealt with effectively by supervisors.

Q39. Senior management (staff) is respected for its leadership.

Questions 32 and 39 were also noted to have a neutral score greater than 35% and may require further study and clarification.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 83% to a high of 98%.

Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Executive Leadership

Of the four statements in this category, three received favorable scores high enough to be rated a clear strength and one was rated a weakness. No statements in this category received a moderate strength or clear problem score.

The following organizational climate survey statements were identified by department members as a clear strength:

Q41. Chief Rocca is accessible and open to communication with employees.

Q43. Chief Rocca is an effective leader for the department.

Q44. I am confident Chief Rocca will make the decisions needed to make the department successful.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q42. Chief Rocca responds in a timely fashion to employee complaints and suggestions.

Question 42 was also noted to have a neutral score greater than 35% and may require further study and clarification.

Survey respondents also indicated a level of importance for each statement. For this category, at least a 93% level of importance value was placed on each statement.

Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Personal Growth

Of the seven statements in this category, four received favorable scores high enough to be rated a clear strength and three were rated a clear problem. No statements in this category received a moderate strength or weakness score.

The following organizational climate survey statements were identified by department members as a clear strength:

Q45. I am satisfied with the number of opportunities I have to enhance my job-related skills and knowledge.

Q46. I am encouraged to share what I have learned with department members.

Q47. My job makes good use of my skills and abilities.

Q49. I get the on-the-job training and support needed to meet the demands of my job.

The following organizational climate survey statements were identified by department members as a clear problem:

Q48. There is ample opportunity for career advancement.

Q50. The department does a good job of preparing employees for promotion.

Q51. The promotional testing process identifies the candidates most suited for advancement.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 77% to a high of 98%.

Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Job Satisfaction

Of the five statements in this category, four received favorable scores high enough to be rated a clear strength and one was rated a moderate strength. No statements in this category received a weakness or clear problem score.

The following organizational climate survey statements were identified by department members as a clear strength:

Q52. I would recommend this as a good place to work.

Q53. I am proud to be an employee of this organization.

Q55. My personal level of morale is high.

Q56. I work for an effective organization.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q54. I am optimistic about the future of the department.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 88% to a high of 96%.

Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Strategic Direction

Of the five statements in this category, one received a favorable score high enough to be rated a moderate strength, one was rated a weakness, and three were rated a clear problem. No statements in this category received a clear strength score.

The following organizational climate survey statements were identified by department members as a moderate strength:

Q58. I understand how my role contributes to the department's mission.

The following organizational climate survey statements were identified by department members as a weakness:

Q59. On the whole, employees are motivated to accomplish the goals and objectives of the department.

The following organizational climate survey statements were identified by department members as a clear problem:

Q57. There is a clearly stated vision of where the department is going.

Q60. The changes in the department's priorities and plans are understandable and reasonable.

Q61. I base my day-to-day decisions on the department's vision and strategic plan.

Questions 57, 58, and 60 were also noted to have a neutral score greater than 35% and may require further study and clarification.

Survey respondents also indicated a level of importance for each statement. For this category, the level of importance value ranged from a low of 76% to a high of 91%. Appendix C illustrates, by use of a bar graph, the level of agreement and level of importance for each statement.

Summary

Of the sixty-one scaled statements in the survey, 27 (44%) exceeded a 60% favorable response and were therefore identified as a clear strength for the department. Twelve statements (20%) had a favorable response percentage between 50 to 60 percent and were identified as a moderate strength. There were 8 (13%) statements with a favorable response score between 40 to 50 percent and these were identified as an area of weakness. Fourteen statements (23%) generated a favorable response of less than 40 percent and were identified as an area of a clear problem. Finally, 6 statements were noted to have a neutral score greater than 35 percent and these areas were identified as possibly needing further investigation and clarification. The level importance value for the statements varied, with a low of 65% and a high of 100%.

The survey respondents were also asked to include comments following each scaled question as well as provide comments to the three open-ended questions. A significant number of written comments were obtained. A good portion of these comments, however, contained personal or identifiable information and were not included in the

summary of comments prepared for the final internal report. The final summary of written comments totaled more than 35 pages and, as it is not economical or practical to include all of the responses in this applied research project, only the written comments for one scaled statement and one open-ended question are included in Appendix E.

DISCUSSION

Organizational climate has many different definitions or, better stated, interpretations. Schneider and Reichers (1983 & 1990) research linked organizational climate with employee perceptions of the organizational policies, practices, and procedures. Baskin and Aronoff (1992) included leadership, standards, values, and rules in their definition. The additional concept of identifying the expectations, support system, and reward system of an organization was a part of Cooke and Rousseau's research (1988). While the literature provided some guidance, this researcher agrees with Jensen (2000) that organizational climate is subjective and with Otto (1999) that organizational climate as it relates to the fire service is difficult or impossible to define. The fire service is a different animal and, unfortunately, sometimes the "real world" perceptions and definitions do not fit or apply. The members of the Iowa City Fire Department have many perceptions which equal many different priorities. The struggle for our organization is to learn how to tie the varied perceptions together into common shared perceptions and shared priorities.

Additional research reviewed suggested that organizational climate is intertwined with the emotional undertone of the organization. Schein (2000) and Kreps (1990) noted the emotional aspect of each employee is effected by and effects the organizational as a whole. Clark (2005) notes the informal and formal actions and behaviors of all

employees can be responsible for the passing of the emotional feelings. The Iowa City Fire Department is no different than the organizations described by these researchers. The department has 56 very similar, yet very different, individuals contributing to the emotional undertone; being aware of the impact each individual can have is important to keeping an organization focused.

A final area the literature research highlighted was the correlation of the attitude and behaviors of the members of an organization and the service delivery of the organization. This is similar yet separate from the emotional aspect. Schneider (1994), Aarons (2005), and Baskin and Aronoff (1992) all noted the connection of climate with the creative ability and performance of employees and organizations. Shadur, Kienzle, and Rodwell (1999) agreed but further noted that employees involved in the decision making process help create a more positive and innovative work environment. I agree that the attitude and behaviors learned and reinforced within the walls of the organization can't help but be exhibited and displayed when performing duties in the public eye. The old saying, "You play the way you practice," comes to mind when I think about this. The department must be cognizant of the attitudes of the members and strive to influence them in a positive manner.

The literature available from traditional fire service publications provided limited information on organizational climate, but provided a significant amount of information regarding organizational culture and organizational change. A research project examining the organizational culture or the process of organizational change would have an abundance of literature and previous research to review and use. Frankly, I feel

answering this first research question was the most difficult part of the entire applied research project.

The results of the organizational climate survey, in general, are positive and indicate an overall level of satisfaction with the climate factor statements contained within the ten categories assessed. The organizational climate survey produced similar data in the area of communications as Jensen (2000), but, overall, it is impossible to compare the results as the survey instruments are radically different and we would not be comparing apples to apples. The respondents rated 27 climate factor statements as a clear strength and 12 climate factor statements as a moderate strength. When these two score levels are combined, they represent 64% of the organizational climate factor statements rated. The respondents rated 8 climate factor statements as a weakness and 14 climate factor statements as a clear problem. When these two score levels are combined, they represent 36% of the organizational climate factor statements rated. The rated value of each statement is contained in the “Results” section of this report.

Overall, survey respondents rate the categories of Teamwork, Employee Involvement, Work Life, Recognition and Rewards, Executive Leadership and Job Satisfaction as favorable climate factors. It was refreshing for me, personally, to see the members rated the statements regarding teamwork and cooperation among employees and employees making an effort to help each other out as favorable. It reinforces my belief that we, the department as a whole, feel we are part of an organization where we can count on each other, not only in emergency situations, but on a daily basis. It was also interesting to note all of the responses in the Recognition and Rewards and Job Satisfaction categories were rated as favorable. To me, this indicates, that despite some of the noted

shortcomings, members of the department feel this is a good place to work with decent benefits, a challenging work environment, and a positive future. While the fire chief did not receive positive ratings in all statements in the Executive Leadership category, the numbers indicate the membership, overall, feels he is an effective leader who is accessible and will make decisions needed to make the department successful. Finally, the comments in the Executive Leadership category indicate the respondents feel the fire chief should be more active and vocal in promoting and defending the department in the public and city government arenas.

The respondents, on the other hand, rate the categories of Communications, Leadership, Personal Growth, and Strategic Direction as negative climate factors overall. A search for a common thread in the negative climate factors found that most had a component of communication associated with them. In my opinion, the results indicate that the members of the department want better communication at all levels and between all levels of the organization. While the majority of the respondents felt they received the communications they needed to perform their jobs and adequate feedback about their work performance, they also indicated the flow of information both up and down the organization was not adequate and a root cause of a number of issues. Specifically, I think the negative rating for the Strategic Direction category is directly linked to a perceived lack of communication of the strategic plan to the members. The strategic plan is available for review and the fire chief has made presentations to each shift regarding the plan, but for some reason the members feel the plan has not been effectively communicated to them. I believe, perhaps, this incongruence can be related to the emotional and attitude aspects of organizational climate discussed in the literature. The

data and comments further indicate line personnel feel that improved communications with management, and within the management team, could significantly decrease a number of the roadblocks and frustrations they feel they regularly encounter. About half of the survey respondents rated the fair enforcement of policies and procedures as unfavorable and the comments provided examples of inconsistent enforcement. This inconsistency is a noted frustration which must be addressed. In the past, labor and management had met regularly to address these global issues, but regularly scheduled meetings have not occurred for a number of years. It appears a return of this venue for discussion would be beneficial.

The climate factor statement receiving the least favorable score and the greatest number of negative comments was associated with the current promotional process. While the respondents do not necessarily disagree with using an assessment center as a portion of the promotional process, the data overwhelmingly indicates a feeling that the current system discounts the opinions of the department's management staff and also unfairly penalizes candidates who have a bad thirty minutes in front of three strangers. I tend to agree with the majority on this issue and feel the process is in dire need of review. Additionally, respondents rated the climate factor associated with preparing members for promotion very low and the responses indicate that members do not feel the department adequately prepares employees for promotion. While I agree the officer development program could be improved, the department has made a number of changes in this area such as offering the Officer I curriculum to all interested parties. I think the department falls short in that we have not developed an actual mentoring program for prospective officers.

A final area of the organizational climate survey that I believe warrants discussion is the presence of high neutral scores associated with some of the climate factors. I believe the high neutral scores noted with some of the survey statements is an important indication of a need for these factors to undergo further review and assessment. Are the problem areas with high neutral scores actually a problem area? It is difficult, if not impossible to answer this question at this time. It is important for the organization to determine if the high neutral scores are caused by ambivalence, fear, or lack of information so that a plan to address those areas can be developed. In my opinion, it would be beneficial for the department to reassess the organizational climate using a professionally developed, administered and scored survey instrument.

In summary, this organizational climate survey was not completed to make the fire chief, staff officers, line officers or firefighters better individually. The final intent of this process is to improve the department as well as the people working here. I believe analyzing the organizational climate provides a starting point for making the organization more effective and efficient. This survey, and the information derived from it, should be seen as a starting point for improving the areas with a low favorable rating, while not allowing the areas with a high favorable rating to slip in the process. I believe the department will use the information in this applied research project wisely and incorporate it into a plan for improving our day-to-day operations.

RECOMMENDATIONS

The following recommendations are based on the results of the research completed for the applied research project. The recommendations are made in direct response to the project's research questions.

1. It is recommended the Iowa City Fire Department conduct a formal reassessment of the organizational climate within the next 18 months. It is further recommended this organizational climate reassessment be completed by a professional consulting company with experience working with public service agencies.
2. It is recommended the Iowa City Fire Department and the International Association of Fire Fighters, Local 610 reestablish the Labor Management Committee.
3. It is recommended the Iowa City Fire Department continue to focus on improving communication at all levels of the department.
4. It is recommended the Iowa City Fire Department examine and pursue an alternative promotional assessment process.

Recommendations for future researchers

It is recommended future researchers expand the scope of any study of organizational climate to include organizational culture. The information available regarding organizational climate in the fire service was limited, but information regarding organizational culture was noted to be plentiful. While I do not feel that climate and culture are the same issue, I do feel they may be intertwined and future studies should include a review of both areas.

It is recommended future researchers, if they can afford to, use a standardized survey instrument in their research. The organizational climate survey used in this applied research project collected a great deal of data that was, at best, difficult to evaluate and interpret because of the setup of the instrument. The lack of professional assistance in

developing the categories to be assessed, selecting the wording of the assessment statements, and determining the number of statements to be included in the survey impacted the results. The use of a standardized survey instrument, along with the professional analysis of the results, will provide validated results and allow for easier interpretation by future researchers.

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Appendix A

Iowa City Fire Department Organizational Climate Survey

WELCOME

As a part of my final Executive Fire Officer Program research project, I am conducting this survey to obtain a better understanding of the organizational climate of the department and how it affects the day-to-day operation of the department. The information obtained will be used to prepare my research paper and will be presented to Chief Rocca as a “pulse check” of the department.

VOLUNTARY

Your participation in this study is voluntary. If you feel uncomfortable answering any questions, you can withdraw from the survey at any point. I ask each of you to take the time to complete the survey as it is very important to learn your opinions.

ANONYMOUS

Your individual responses will be strictly confidential and no individual data will be reported. The demographic information at the start of the survey will only be used to determine the percentage of each group (firefighters, company officers, Shift A, etc) completing the survey.

HOW IT WORKS

The survey presents sixty-one statements addressing different areas of concern. Two factors are being assessed for each statement. In the left-hand column, select from the dropdown menu your level of agreement with the statement. In the right-hand column, select from the dropdown menu the level of importance you place on the statement. After each statement, you are provided the opportunity to provide any comments regarding your responses. Written comments are not required, but are strongly encouraged. Comments of a personal nature will not be included in the report.

The survey concludes with three open-ended questions soliciting your opinion on the positives and negatives of working for the department as well as providing you an opportunity to provide any additional comments. You are not required to answer these questions; however, you are strongly encouraged to do so.

Rank

- ☐ Battalion Chief
- ☐ Company Officer
- ☐ Firefighter

Station Assignment

- ☐ Station 1
- ☐ Station 2
- ☐ Station 3

Shift

- ☐ Shift A
- ☐ Shift B
- ☐ Shift C

1. There is a feeling of teamwork and cooperation among employees.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

2. The people I work with make an effort to help each other out.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

3. Shared goals are developed for the department.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

4. There is a lot of teamwork between senior management (staff) and employees.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

5. Members of the senior management team (staff) effectively work together as a team.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

6. Teamwork is valued in the department.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

7. I am given the opportunity to provide input on decisions that affect my job.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

8. My supervisor considers my work related ideas.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

9. Employees are encouraged to provide constructive criticism.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

10. I can provide input for day-to-day decisions that are made in the department.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

11. Creative thinking and problem-solving are encouraged.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

12. I receive the communications I need in order to do my job well.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

13. My supervisor gives me feedback about my work performance.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

14. There is timely and effective flow of information both up and down the organization.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

15. I know where I can go for help to resolve workplace conflicts.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

16. I can report concerns related to workplace conflicts without fear of reprisal.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

17. There is little confusion as to who has what authority.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

18. The department's chain of command is clear.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

19. People feel comfortable enough to communicate honestly with their supervisor.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

20. My work day is usually challenging and exciting.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

21. I have the resources to do my job well.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

22. I can balance the demands of my work life with the demands of my personal life.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

23. I feel respected by my coworkers.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

24. This is a supportive work environment.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

25. The policies and procedures are fairly enforced.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

26. My job pays well.

Level of Agreement

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree or Disagree
☐ Disagree
☐ Strongly Disagree

Level of Importance

- ☐ Critical
☐ Very Important
☐ Important
☐ Somewhat Important
☐ Not Important

27. I feel valued for my contributions at work.

Level of Agreement

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree or Disagree
☐ Disagree
☐ Strongly Disagree

Level of Importance

- ☐ Critical
☐ Very Important
☐ Important
☐ Somewhat Important
☐ Not Important

28. I receive recognition from my supervisor for a job well done.

Level of Agreement

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree or Disagree
☐ Disagree
☐ Strongly Disagree

Level of Importance

- ☐ Critical
☐ Very Important
☐ Important
☐ Somewhat Important
☐ Not Important

29. The work I perform is evaluated fairly.

Level of Agreement

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree or Disagree
☐ Disagree
☐ Strongly Disagree

Level of Importance

- ☐ Critical
☐ Very Important
☐ Important
☐ Somewhat Important
☐ Not Important

30. I am satisfied with my current benefit package.

Level of Agreement

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree or Disagree
☐ Disagree
☐ Strongly Disagree

Level of Importance

- ☐ Critical
☐ Very Important
☐ Important
☐ Somewhat Important
☐ Not Important

31. I regularly receive feedback on my job performance.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

32. The leaders of the department set a good example for employees.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

33. I have confidence in the leadership of the department.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

34. My supervisor effectively manages conflict in my workgroup.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

35. Senior management (staff) will try to resolve the issues raised by employees in this survey.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

36. Poor job performance is dealt with effectively by supervisors.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

37. I believe my supervisor can be trusted to do what they say they will do.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

38. My supervisor leads by example.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

39. Senior management (staff) is respected for its leadership.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

40. Our leaders provide vision and direction for the department.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

41. Chief Rocca is accessible and open to communication with employees.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

42. Chief Rocca responds in a timely fashion to employee complaints and suggestions.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

43. Chief Rocca is an effective leader for the department.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

44. I am confident Chief Rocca will make the decisions needed to make the department successful.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

45. I am satisfied with the number of opportunities I have to enhance my job-related skills and knowledge.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

46. I am encouraged to share what I have learned with department members.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

47. My job makes good use of my skills and abilities.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

48. There is ample opportunity for career advancement.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

49. I get the on-the-job training and support needed to meet the demands of my job.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

50. The department does a good job of preparing employees for promotion.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

51. The promotional testing process identifies the candidates most suited for advancement.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

52. I would recommend this as a good place to work.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

53. I am proud to be an employee of this organization.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

54. I am optimistic about the future of the department.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

55. My personal level of morale is high.

- | <u>Level of Agreement</u> | <u>Level of Importance</u> |
|--|---|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Critical |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Very Important |
| <input type="checkbox"/> Neither Agree or Disagree | <input type="checkbox"/> Important |
| <input type="checkbox"/> Disagree | <input type="checkbox"/> Somewhat Important |
| <input type="checkbox"/> Strongly Disagree | <input type="checkbox"/> Not Important |

56. I work for an effective organization.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

57. There is a clearly stated vision of where the department is going.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

58. I understand how my role contributes to the department's mission.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

59. On the whole, employees are motivated to accomplish the goals and objectives of the department.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

60. The changes in the department's priorities and plans are understandable and reasonable.

<u>Level of Agreement</u>	<u>Level of Importance</u>
<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Critical
<input type="checkbox"/> Agree	<input type="checkbox"/> Very Important
<input type="checkbox"/> Neither Agree or Disagree	<input type="checkbox"/> Important
<input type="checkbox"/> Disagree	<input type="checkbox"/> Somewhat Important
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Not Important

61. I base my day-to-day decisions on the department's vision and strategic plan.

Level of Agreement

Level of Importance

☐ Strongly Agree

☐ Critical

☐ Agree

☐ Very Important

☐ Neither Agree or Disagree

☐ Important

☐ Disagree

☐ Somewhat Important

☐ Strongly Disagree

☐ Not Important

62. What are the most difficult or frustrating things about working here?

63. What is most appealing about working here?

64. Are there any other comments you would like to make?

Appendix B

Iowa City Fire Department Organizational Climate Survey Level of Agreement Results by Question

Note: Results are rounded to nearest percent. Total percent may not equal 100.

Category	Question	Favorable %	Neutral %	Unfavorable %
Teamwork	1	69	11	20
	2	85	5	11
	3	50	23	27
	4	32	27	41
	5	47	30	24
	6	60	12	27
Employee Involvement	7	67	14	18
	8	70	19	11
	9	42	26	33
	10	54	19	28
	11	61	19	21
Communications	12	56	21	23
	13	83	12	5
	14	16	26	59
	15	70	16	14
	16	49	16	35
	17	31	21	49
	18	56	16	28
	19	38	33	30
Work Life	20	72	19	9
	21	67	14	19
	22	79	7	14
	23	70	14	16
	24	42	28	30
	25	42	14	44
Recognition and Rewards	26	60	21	18
	27	54	28	19
	28	72	14	14
	29	74	21	4
	30	60	17	23
	31	62	29	9

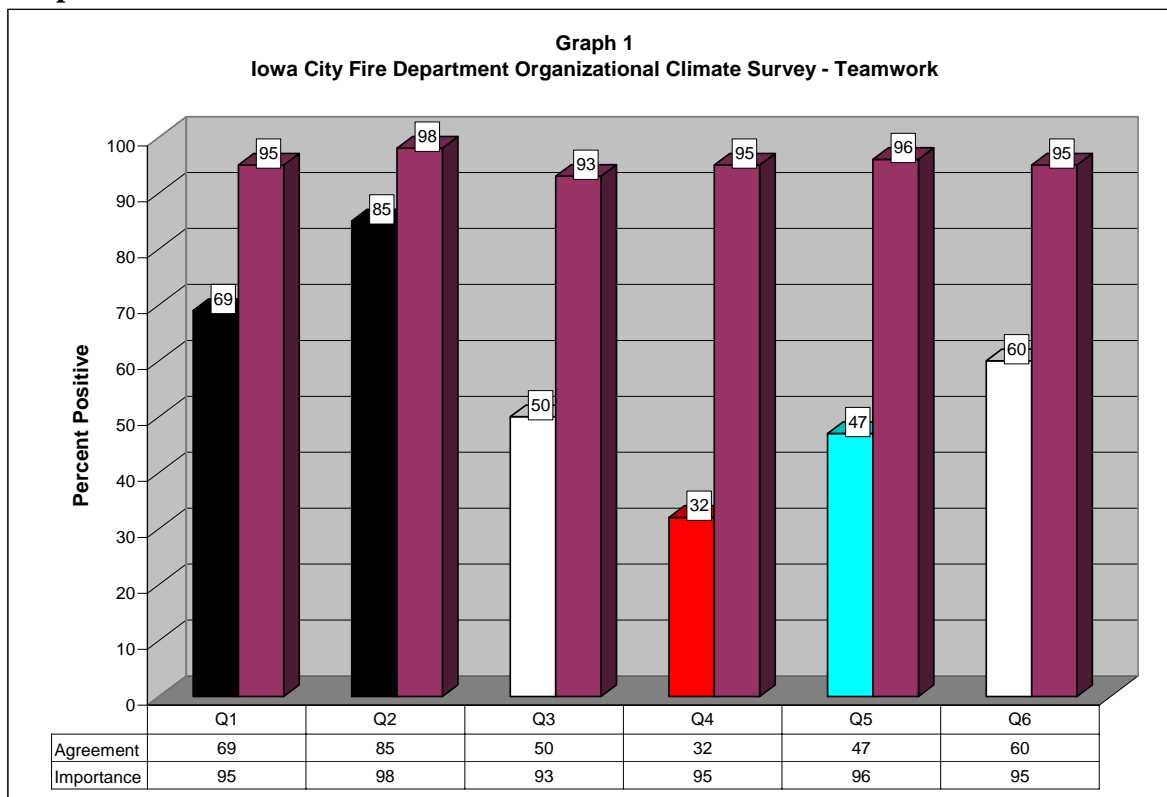
Leadership	32	34	38	29
	33	55	19	27
	34	57	19	24
	35	26	31	43
	36	12	17	71
	37	76	7	17
	38	66	19	14
	39	31	36	34
	40	48	31	21
	41	74	12	14
Executive Leadership	42	45	38	16
	43	67	21	12
	44	62	29	9
	45	77	5	19
Personal Growth	46	72	19	10
	47	71	19	10
	48	36	12	53
	49	74	12	14
	50	12	31	57
	51	4	5	90
	52	81	7	12
Job Satisfaction	53	85	14	0
	54	57	26	17
	55	72	14	14
	56	69	17	14
	57	29	43	29
Strategic Direction	58	60	36	4
	59	45	33	22
	60	28	45	26
	61	31	31	38

Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
High Neutral Score	Neutral Score >35%

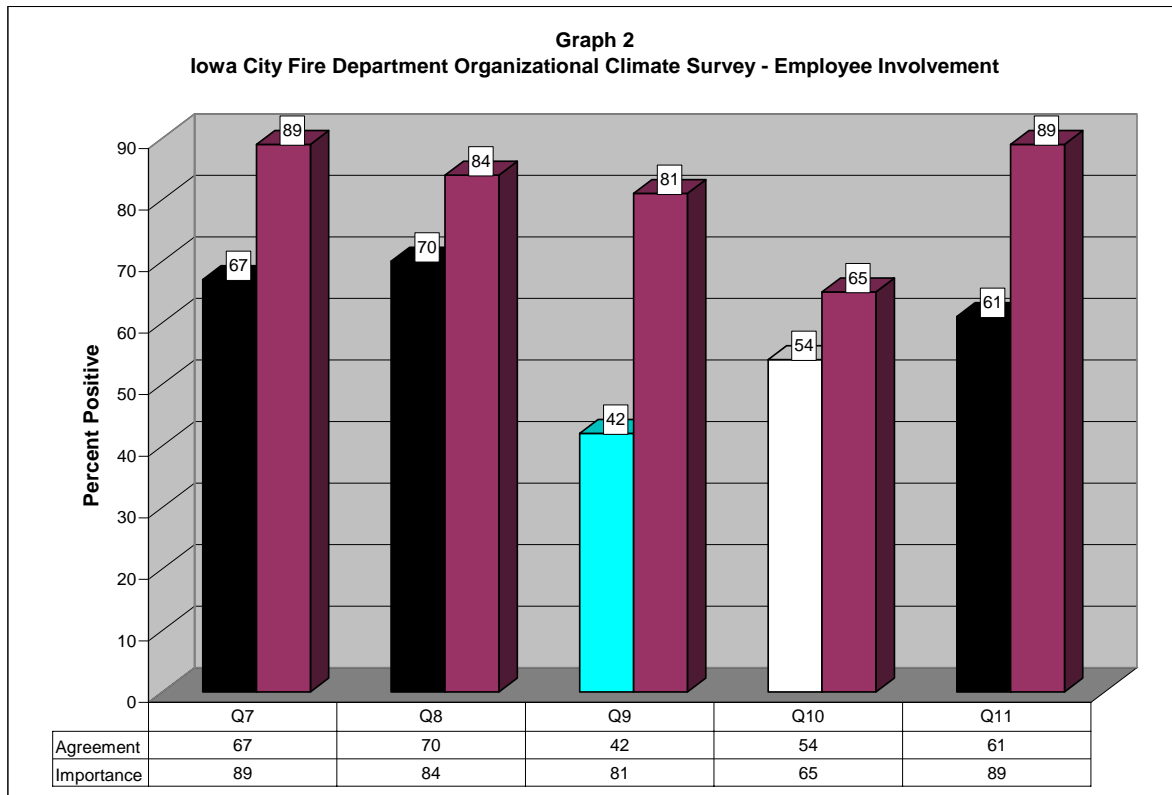
Appendix C

Graphic Representation of the Level of Agreement and Level of Importance by Question and Category

Graph 1—Teamwork

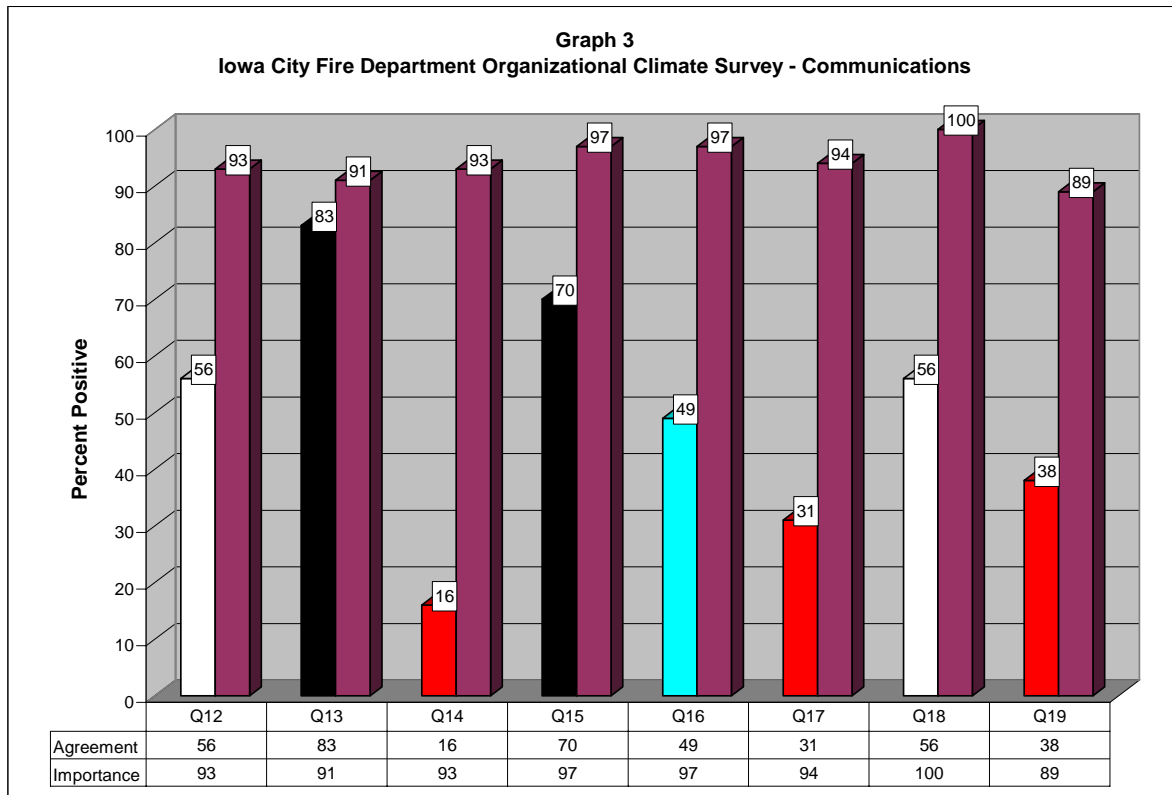


Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical % + Very Important % + Important % = LI

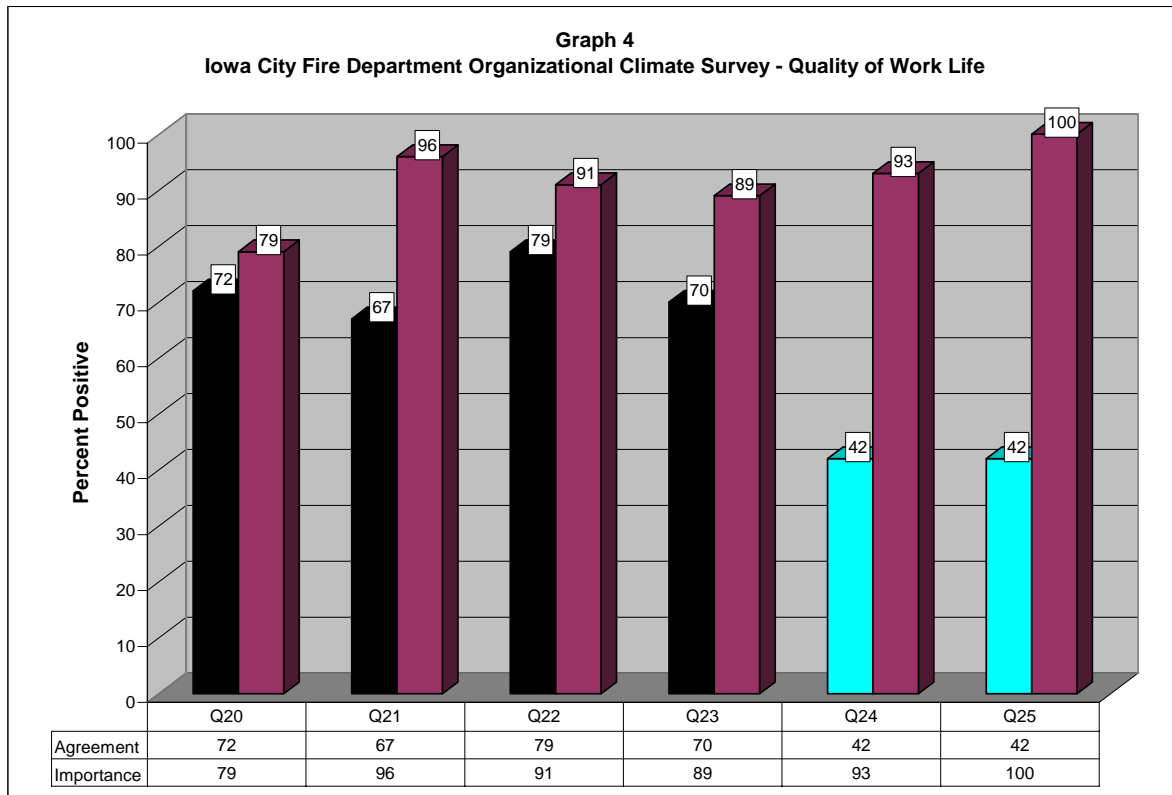
Graph 2—Employee Involvement

Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

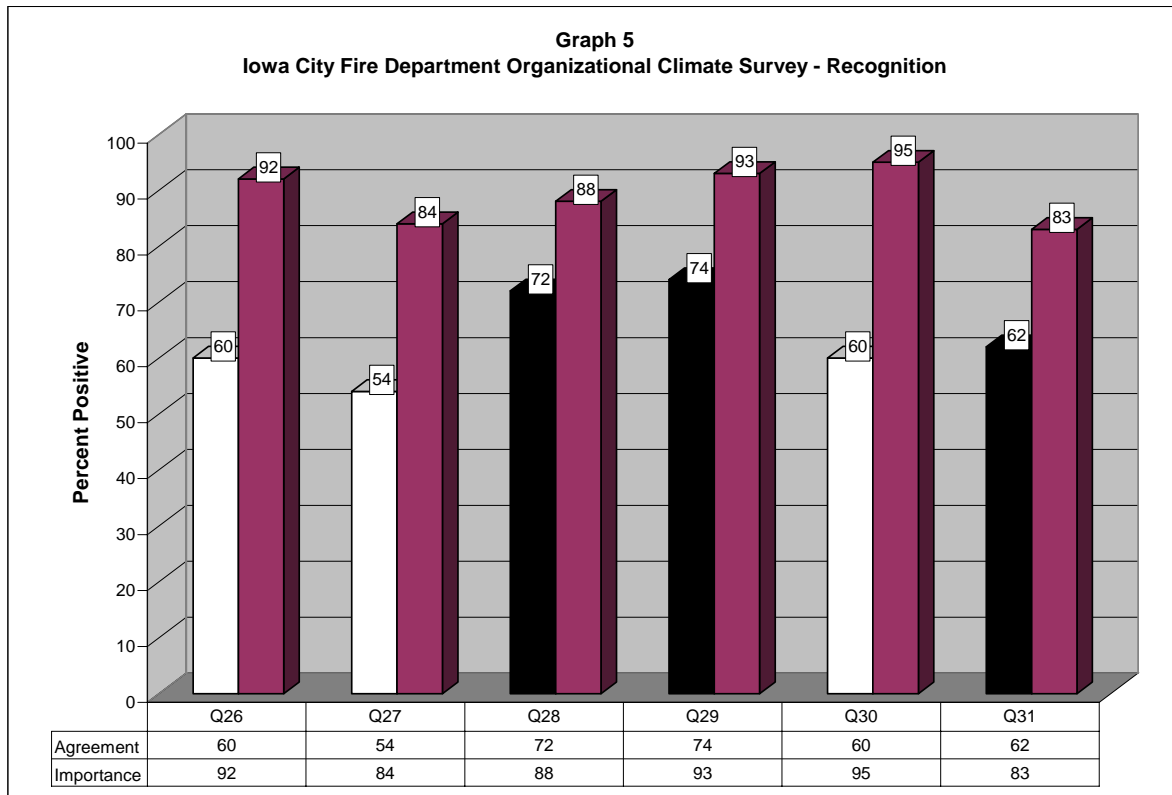
Graph 3—Communications



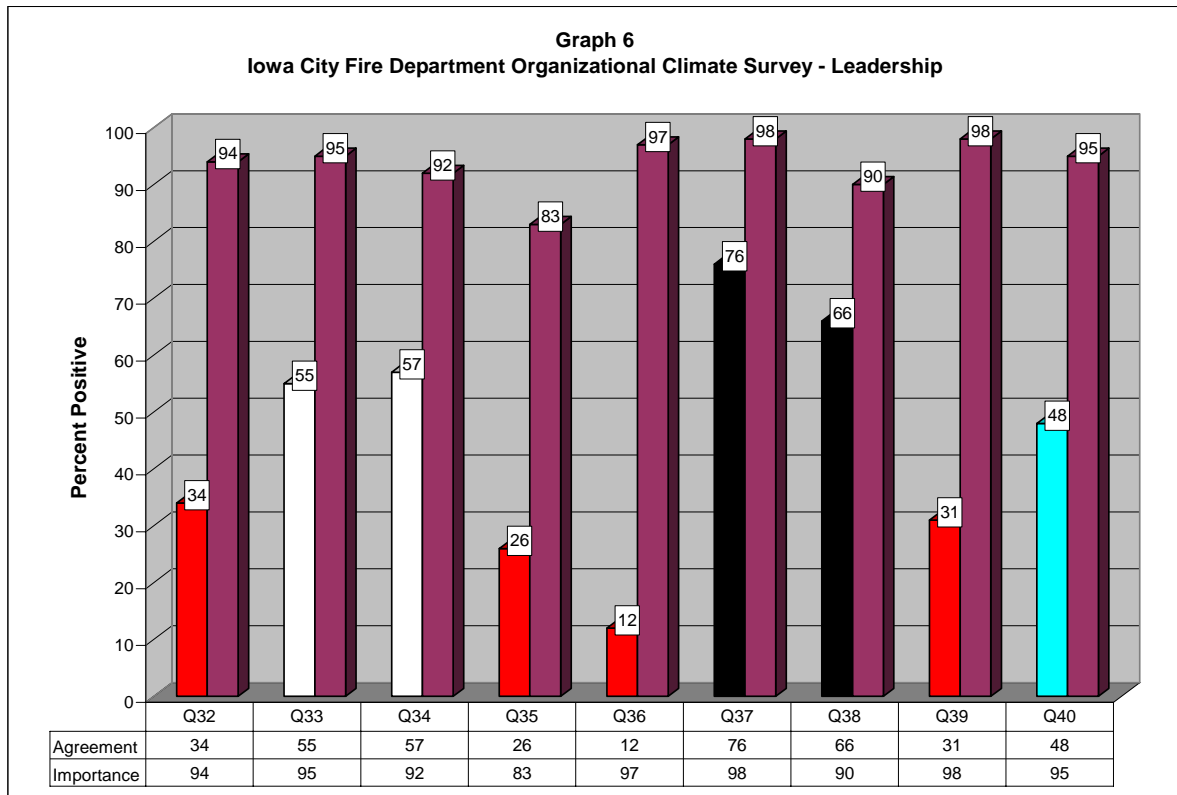
Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Graph 4—Quality of Work Life

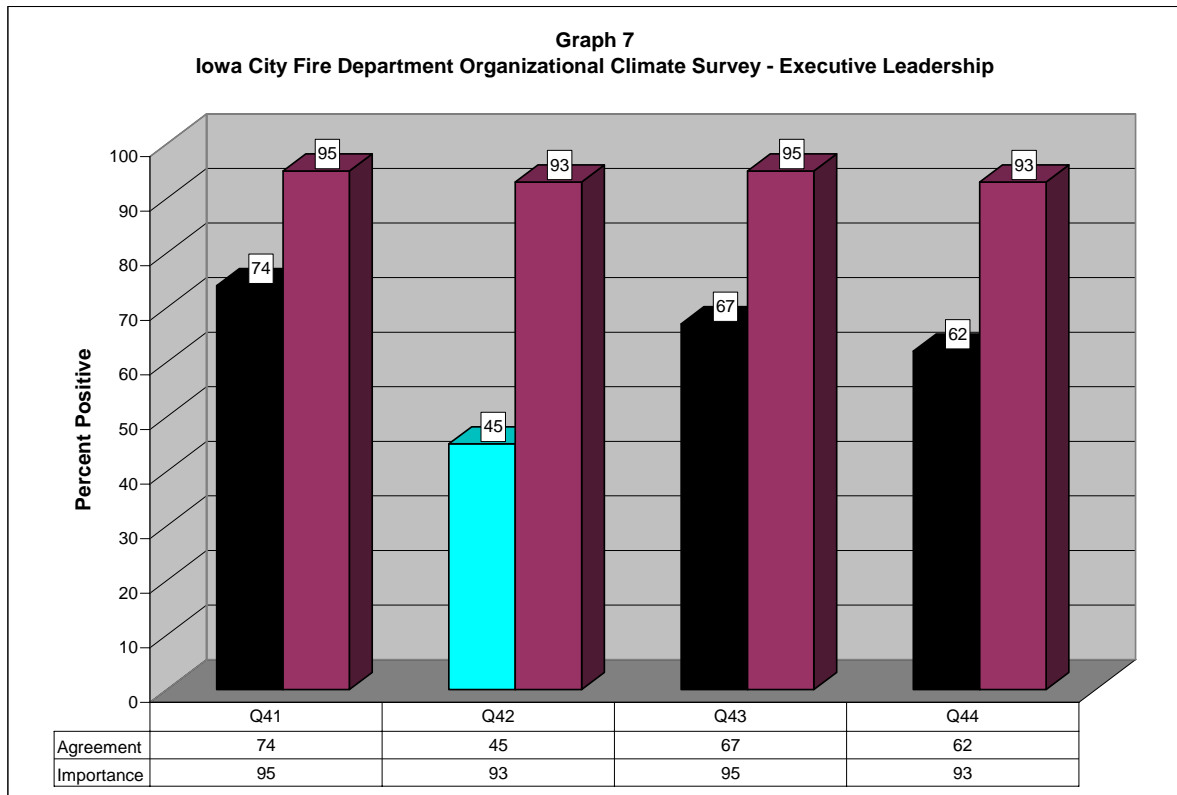
Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Graph 5—Recognition

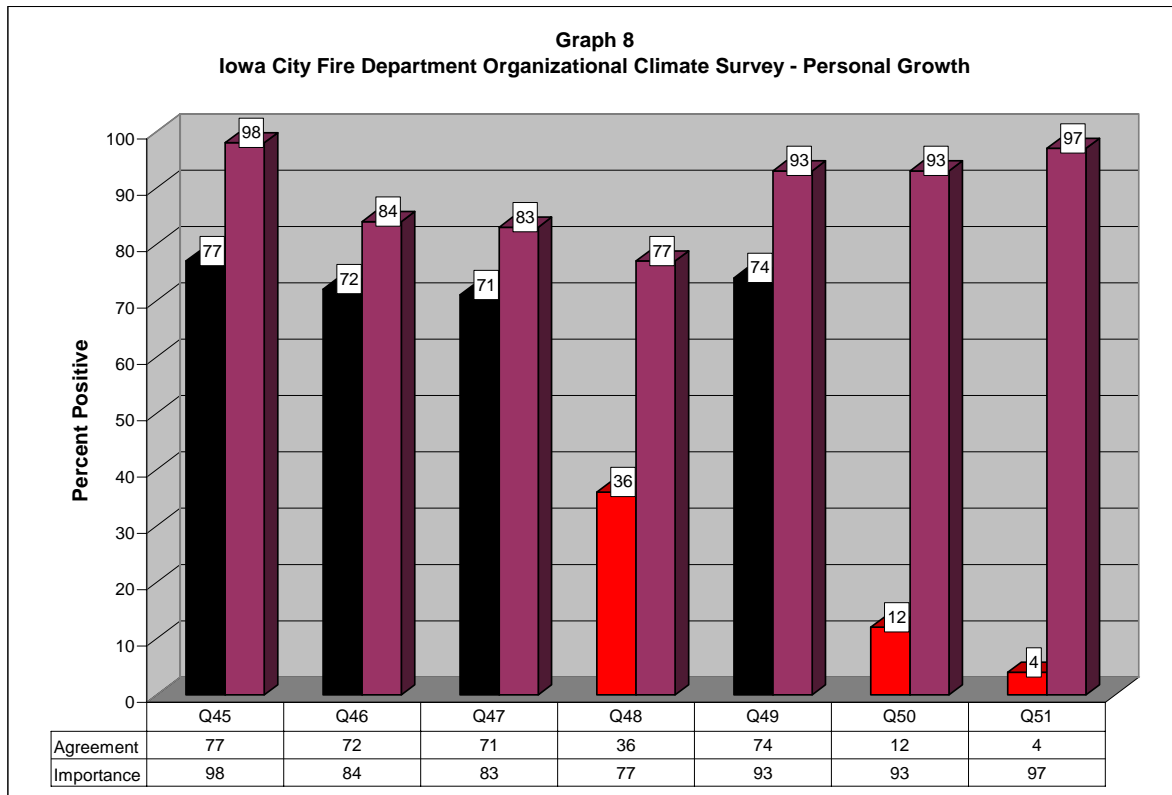
Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Graph 6—Leadership

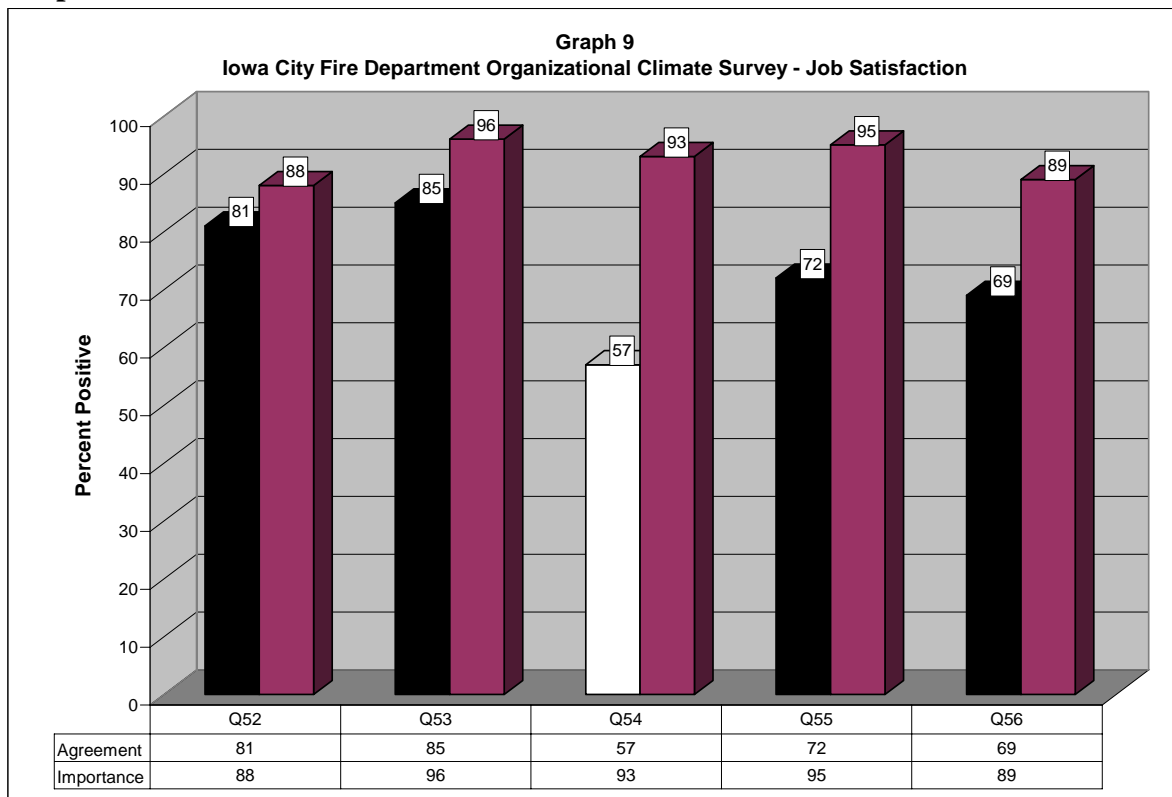
Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Graph 7—Executive Leadership

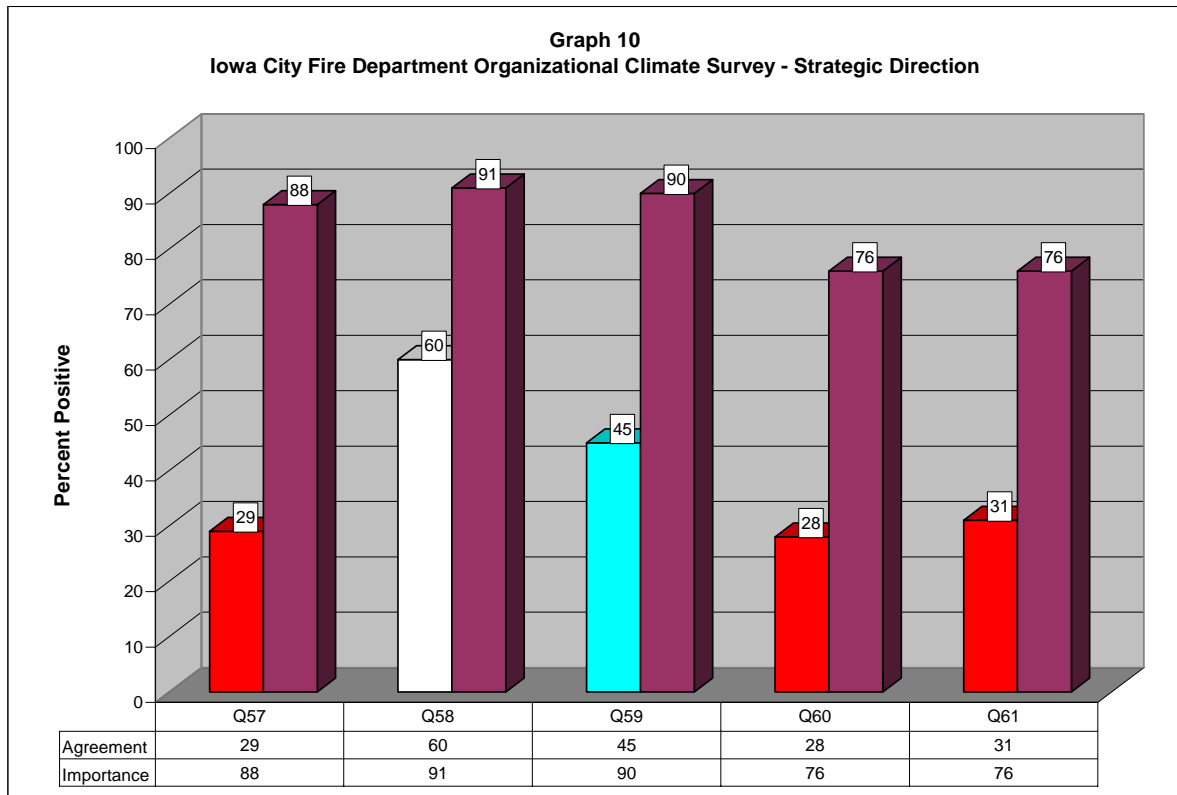
Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Graph 8—Personal Growth

Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Graph 9—Job Satisfaction

Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Graph 10—Strategic Direction

Agreement Interpretation	Score
Clear Strength	Favorable Scores >60%
Moderate Strength	Favorable Scores between 50-60%
Weakness	Favorable Scores between 40-50%
Clear Problem	Favorable Scores <40%
Level of Importance (LI)	Critical + Very Important + Important = LI

Appendix D

Overall Results Data Tables by Question

Note: Results are rounded to the nearest number. Total percent may not equal 100.

Q1: There is a feeling of teamwork and cooperation among employees.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	14	Critical	36
Agree	55	Very Important	43
Neither Agree or Disagree	11	Important	16
Disagree	18	Somewhat Important	5
Strongly Disagree	2	Not Important	0

Q2: The people I work with make an effort to help each other out.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	30	Critical	36
Agree	55	Very Important	48
Neither Agree or Disagree	5	Important	14
Disagree	9	Somewhat Important	2
Strongly Disagree	2	Not Important	0

Q3: Shared goals are developed for the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	11	Critical	14
Agree	39	Very Important	27
Neither Agree or Disagree	23	Important	52
Disagree	20	Somewhat Important	7
Strongly Disagree	7	Not Important	0

Q4: There is a lot of teamwork between senior management (staff) and employees.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	2	Critical	14
Agree	30	Very Important	59
Neither Agree or Disagree	27	Important	23
Disagree	27	Somewhat Important	5
Strongly Disagree	14	Not Important	0

Q5: Members of the senior management team (staff) effectively work together as a team.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	12	Critical	26
Agree	35	Very Important	51
Neither Agree or Disagree	30	Important	19
Disagree	19	Somewhat Important	5
Strongly Disagree	5	Not Important	0

Q6: Teamwork is valued in the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	16	Critical	35
Agree	44	Very Important	44
Neither Agree or Disagree	12	Important	16
Disagree	19	Somewhat Important	5
Strongly Disagree	9	Not Important	0

Q7: I am given the opportunity to provide input on decisions that affect my job.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	16	Critical	19
Agree	51	Very Important	37
Neither Agree or Disagree	14	Important	33
Disagree	9	Somewhat Important	9
Strongly Disagree	9	Not Important	2

Q8: My supervisor considers my work-related ideas.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	35	Critical	9
Agree	35	Very Important	40
Neither Agree or Disagree	19	Important	35
Disagree	9	Somewhat Important	16
Strongly Disagree	2	Not Important	0

Q9: Employees are encouraged to provide constructive criticism.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	9
Agree	37	Very Important	23
Neither Agree or Disagree	26	Important	49
Disagree	26	Somewhat Important	19
Strongly Disagree	7	Not Important	0

Q10: I can provide input for day-to-day decisions that are made in the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	14	Critical	9
Agree	40	Very Important	16
Neither Agree or Disagree	19	Important	40
Disagree	23	Somewhat Important	35
Strongly Disagree	5	Not Important	0

Q11: Creative thinking and problem-solving are encouraged.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	12	Critical	21
Agree	49	Very Important	35
Neither Agree or Disagree	19	Important	33
Disagree	19	Somewhat Important	12
Strongly Disagree	2	Not Important	0

Q12: I receive the communications I need in order to do my job well..			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	7	Critical	21
Agree	49	Very Important	37
Neither Agree or Disagree	21	Important	35
Disagree	14	Somewhat Important	7
Strongly Disagree	9	Not Important	0

Q13: My supervisor gives me feedback about my work performance.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	30	Critical	21
Agree	53	Very Important	42
Neither Agree or Disagree	12	Important	28
Disagree	5	Somewhat Important	7
Strongly Disagree	0	Not Important	2

Q14: There is a timely and effective flow of information both up and down the organization.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	0	Critical	23
Agree	16	Very Important	47
Neither Agree or Disagree	26	Important	23
Disagree	40	Somewhat Important	5
Strongly Disagree	19	Not Important	2

Q15: I know where I can go to resolve workplace conflicts .			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	21	Critical	30
Agree	49	Very Important	53
Neither Agree or Disagree	16	Important	14
Disagree	5	Somewhat Important	2
Strongly Disagree	9	Not Important	0

Q16: I can report concerns related to workplace conflicts without fear of reprisal.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	12	Critical	23
Agree	37	Very Important	53
Neither Agree or Disagree	16	Important	21
Disagree	26	Somewhat Important	2
Strongly Disagree	9	Not Important	0

Q17: There is little confusion as to who has what authority.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	26
Agree	26	Very Important	49
Neither Agree or Disagree	21	Important	19
Disagree	33	Somewhat Important	5
Strongly Disagree	16	Not Important	2

Q18: The department's chain of command is clear.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	21	Critical	44
Agree	35	Very Important	30
Neither Agree or Disagree	16	Important	26
Disagree	12	Somewhat Important	0
Strongly Disagree	16	Not Important	0

Q19: People feel comfortable enough to communicate honestly with their supervisor.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	12	Critical	40
Agree	26	Very Important	49
Neither Agree or Disagree	33	Important	0
Disagree	21	Somewhat Important	12
Strongly Disagree	9	Not Important	0

Q20: My work day is challenging and exciting.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	16	Critical	14
Agree	56	Very Important	30
Neither Agree or Disagree	19	Important	35
Disagree	7	Somewhat Important	16
Strongly Disagree	2	Not Important	5

Q21: I have the resources to do my job well.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	16	Critical	33
Agree	51	Very Important	33
Neither Agree or Disagree	14	Important	30
Disagree	14	Somewhat Important	2
Strongly Disagree	5	Not Important	2

Q22: I can balance the demands of my work life with the demands of my personal life.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	26	Critical	26
Agree	53	Very Important	49
Neither Agree or Disagree	7	Important	16
Disagree	9	Somewhat Important	9
Strongly Disagree	5	Not Important	0

Q23: I feel respected by my coworkers.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	26	Critical	14
Agree	44	Very Important	42
Neither Agree or Disagree	14	Important	33
Disagree	14	Somewhat Important	9
Strongly Disagree	2	Not Important	2

Q24: This is a supportive work environment.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	9	Critical	16
Agree	33	Very Important	30
Neither Agree or Disagree	28	Important	47
Disagree	23	Somewhat Important	5
Strongly Disagree	7	Not Important	2

Q25: The policies and procedures are fairly enforced.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	2	Critical	26
Agree	40	Very Important	44
Neither Agree or Disagree	14	Important	30
Disagree	30	Somewhat Important	0
Strongly Disagree	14	Not Important	0

Q26: My job pays well.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	9	Critical	19
Agree	51	Very Important	40
Neither Agree or Disagree	21	Important	33
Disagree	16	Somewhat Important	9
Strongly Disagree	2	Not Important	0

Q27: I feel valued for my contributions at work.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	14
Agree	49	Very Important	30
Neither Agree or Disagree	28	Important	40
Disagree	12	Somewhat Important	16
Strongly Disagree	7	Not Important	0

Q28: I receive recognition from my supervisor for a job well done.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	19	Critical	9
Agree	53	Very Important	28
Neither Agree or Disagree	14	Important	51
Disagree	12	Somewhat Important	9
Strongly Disagree	2	Not Important	2

Q29: The work I perform is evaluated fairly.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	10	Critical	7
Agree	64	Very Important	29
Neither Agree or Disagree	21	Important	57
Disagree	2	Somewhat Important	7
Strongly Disagree	2	Not Important	0

Q30: I am satisfied with the current benefit package.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	12	Critical	21
Agree	48	Very Important	43
Neither Agree or Disagree	17	Important	31
Disagree	21	Somewhat Important	5
Strongly Disagree	2	Not Important	0

Q31: I regularly receive feedback on my job performance.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	14	Critical	17
Agree	48	Very Important	21
Neither Agree or Disagree	29	Important	45
Disagree	7	Somewhat Important	17
Strongly Disagree	2	Not Important	0

Q32: The leaders of the department set a good example for employees.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	33
Agree	29	Very Important	40
Neither Agree or Disagree	38	Important	21
Disagree	19	Somewhat Important	5
Strongly Disagree	10	Not Important	0

Q33: I have confidence in the leadership of the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	7	Critical	36
Agree	48	Very Important	38
Neither Agree or Disagree	19	Important	21
Disagree	17	Somewhat Important	5
Strongly Disagree	10	Not Important	0

Q34: My supervisor effectively manages conflict in my workgroup.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	19	Critical	21
Agree	38	Very Important	40
Neither Agree or Disagree	19	Important	31
Disagree	19	Somewhat Important	5
Strongly Disagree	5	Not Important	2

Q35: Senior management (staff) will try to resolve the issues raised by employees in this survey.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	19
Agree	21	Very Important	31
Neither Agree or Disagree	31	Important	33
Disagree	19	Somewhat Important	12
Strongly Disagree	24	Not Important	5

Q36: Poor job performance is dealt with effectively by supervisors.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	2	Critical	21
Agree	10	Very Important	55
Neither Agree or Disagree	17	Important	21
Disagree	38	Somewhat Important	2
Strongly Disagree	33	Not Important	0

Q37: I believe my supervisor can be trusted to do what they say they will do.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	36	Critical	33
Agree	40	Very Important	48
Neither Agree or Disagree	7	Important	17
Disagree	12	Somewhat Important	2
Strongly Disagree	5	Not Important	0

Q38: My supervisor leads by example.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	21	Critical	26
Agree	45	Very Important	40
Neither Agree or Disagree	19	Important	24
Disagree	7	Somewhat Important	7
Strongly Disagree	7	Not Important	2

Q39: Senior management (staff) is respected for its leadership.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	2	Critical	24
Agree	29	Very Important	45
Neither Agree or Disagree	36	Important	29
Disagree	24	Somewhat Important	2
Strongly Disagree	10	Not Important	0

Q40: Our leaders provide vision and direction for the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	29
Agree	43	Very Important	40
Neither Agree or Disagree	31	Important	26
Disagree	14	Somewhat Important	5
Strongly Disagree	7	Not Important	0

Q41: Chief Rocca is accessible and open to communication with employees.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	26	Critical	21
Agree	48	Very Important	55
Neither Agree or Disagree	12	Important	19
Disagree	7	Somewhat Important	2
Strongly Disagree	7	Not Important	2

Q42: Chief Rocca responds in a timely fashion to employee complaints and suggestions.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	14
Agree	40	Very Important	36
Neither Agree or Disagree	38	Important	43
Disagree	14	Somewhat Important	7
Strongly Disagree	2	Not Important	0

Q43: Chief Rocca is an effective leader for the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	19	Critical	40
Agree	48	Very Important	43
Neither Agree or Disagree	21	Important	12
Disagree	5	Somewhat Important	5
Strongly Disagree	7	Not Important	0

Q44: I am confident Chief Rocca will make the decisions needed to make the department successful.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	12	Critical	36
Agree	50	Very Important	40
Neither Agree or Disagree	29	Important	17
Disagree	2	Somewhat Important	5
Strongly Disagree	7	Not Important	2

Q45: I am satisfied with the number of opportunities I have to enhance my job-related skills and knowledge.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	48	Critical	31
Agree	29	Very Important	38
Neither Agree or Disagree	5	Important	29
Disagree	14	Somewhat Important	0
Strongly Disagree	5	Not Important	2

Q46: I am encouraged to share what I have learned with department members.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	29	Critical	17
Agree	43	Very Important	31
Neither Agree or Disagree	19	Important	36
Disagree	5	Somewhat Important	17
Strongly Disagree	5	Not Important	0

Q47: My job makes good use of my skills and abilities.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	19	Critical	7
Agree	52	Very Important	40
Neither Agree or Disagree	19	Important	36
Disagree	10	Somewhat Important	17
Strongly Disagree	0	Not Important	0

Q48: There is ample opportunity for career advancement.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	10	Critical	5
Agree	26	Very Important	43
Neither Agree or Disagree	12	Important	29
Disagree	43	Somewhat Important	24
Strongly Disagree	10	Not Important	0

Q49: I get the on-the-job training and support needed to meet the demands of my job.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	19	Critical	21
Agree	55	Very Important	55
Neither Agree or Disagree	12	Important	17
Disagree	12	Somewhat Important	7
Strongly Disagree	2	Not Important	0

Q50: The department does a good job of preparing employees for promotion.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	0	Critical	33
Agree	12	Very Important	33
Neither Agree or Disagree	31	Important	26
Disagree	33	Somewhat Important	7
Strongly Disagree	24	Not Important	0

Q51: The promotional testing process identifies the candidates most suited for advancement.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	2	Critical	52
Agree	2	Very Important	33
Neither Agree or Disagree	5	Important	12
Disagree	33	Somewhat Important	2
Strongly Disagree	57	Not Important	0

Q52: I would recommend this as a good place to work.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	33	Critical	24
Agree	48	Very Important	43
Neither Agree or Disagree	7	Important	21
Disagree	10	Somewhat Important	12
Strongly Disagree	2	Not Important	0

Q53: I am proud to be an employee of this organization.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	40	Critical	36
Agree	45	Very Important	29
Neither Agree or Disagree	14	Important	31
Disagree	0	Somewhat Important	5
Strongly Disagree	0	Not Important	0

Q54: I am optimistic about the future of the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	7	Critical	17
Agree	50	Very Important	40
Neither Agree or Disagree	26	Important	36
Disagree	12	Somewhat Important	7
Strongly Disagree	5	Not Important	0

Q55: My personal level of morale is high.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	29	Critical	21
Agree	43	Very Important	57
Neither Agree or Disagree	14	Important	17
Disagree	2	Somewhat Important	5
Strongly Disagree	12	Not Important	0

Q56: I work for an effective organization.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	14	Critical	12
Agree	55	Very Important	48
Neither Agree or Disagree	17	Important	29
Disagree	12	Somewhat Important	12
Strongly Disagree	2	Not Important	0

Q57: There is a clearly stated vision of where the department is going.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	5	Critical	17
Agree	24	Very Important	33
Neither Agree or Disagree	43	Important	38
Disagree	19	Somewhat Important	12
Strongly Disagree	10	Not Important	0

Q58: I understand how my role contributes to the department's vision.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	10	Critical	10
Agree	50	Very Important	31
Neither Agree or Disagree	36	Important	50
Disagree	2	Somewhat Important	5
Strongly Disagree	2	Not Important	5

Q59: On the whole, employees are motivated to accomplish the goals and objectives of the department.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	0	Critical	7
Agree	45	Very Important	43
Neither Agree or Disagree	33	Important	40
Disagree	17	Somewhat Important	7
Strongly Disagree	5	Not Important	2

Q60: The changes in the department's priorities and plans are understandable and reasonable.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	2	Critical	12
Agree	26	Very Important	33
Neither Agree or Disagree	45	Important	31
Disagree	19	Somewhat Important	19
Strongly Disagree	7	Not Important	5

Q61: I base my day-to-day decisions on the department's vision and strategic plan.			
Level of Agreement		Level of Importance	
	Percent (%)		Percent (%)
Strongly Agree	0	Critical	7
Agree	31	Very Important	24
Neither Agree or			
Disagree	31	Important	45
Disagree	21	Somewhat Important	10
Strongly Disagree	17	Not Important	14

Appendix E

Summary of Comments

Q1. There is a feeling of teamwork and cooperation among employees.

I believe most will work together but there are a few that do not and will not.

Too many cowboys with their own letting run roughshot on the department.

Sometimes the ability to work as a team is lost due to the egos of some of the people that work here.

My positive feeling of cooperation and teamwork is based on the relationship within my company. I don't feel as strongly about the level of teamwork among all members.

True from FF to FF level. Not true of all FF to Company or Staff Officers.

True on my shift. I'm not sure of other shifts.

I would say that most employees, but not all, value and practice teamwork.

There is more so by company and shift than department-wide.

Teamwork on a day to day basis could and should be much better. Teamwork within a shift is better than between the shifts. Biggest factors for this is communications and "just don't care attitude".

Between shift employees, not so much between staff and employees.

Teamwork is not evident and only paid lip service on this department. We have some teamwork, but it is mostly among a select few to make them look good to staff.

Q63. What is most appealing about working here?

What we might get to do.

Shifts, health insurance and the people you associate with at work or on calls.

Helping people.

No day is the same. There is something different everyday.

Involvement with an organization with great tradition and values.

I love going on calls (all types), giving positive (and, if necessary constructive negative) feedback to fire fighters and other officers, training, and the camaraderie.

The schedule and the benefits of the job.

We have the best people on the best fire department in the state of Iowa.

Great job. No two days are alike. It's like having another family. Feel good helping others in their time of crisis. Challenging job because of the multiple facets with the job.

It is very rewarding and a very good work environment. I look forward to coming to work.

Good department training. Getting the chance to possibly make a difference to help people every day.

The Quest for the Dragon and the friendships.

It pays the bills.

Schedule.

Knowing there is a pension, health care, benefits and knowing that I do make a difference to the citizens of Iowa City.

The shift hours. My own satisfaction that I am doing the best that I can with what is given to me.